Candidate Brief for the position of

**Head of Workforce Development**

Children's Services
About Hampshire

The 1.32 million population of Hampshire makes it the third most populous county in England. It is home to one in seven people in the South East region (excluding London). The population aged 65 and over in the county increased by 21% between 2001 and 2011, nearly double the national increase.

The county is in the top ten of the largest counties by land area, covering circa 1,400 square miles, with 85% defined as rural and over one third within National Parks or Areas of Outstanding Natural Beauty.

Hampshire has 11 district councils, 261 parish and town councils and 545,000 households, of which 71% are owner-occupied.

With over 60,000 businesses, the county’s economy is worth approximately £33.8 billion, with tourism bringing in almost £3 billion annually.

There are 473 local authority-maintained schools in the county and 54 academies, teaching over 178,000 children.

With over 5,000 miles of road, approximately £60 million p.a. is spent maintaining Hampshire’s highways and pavements.

Hampshire County Council

Hampshire County Council has been consistently rated at the highest levels in external evaluations that have been conducted over the past five years, both corporately and for individual services. Many of our services are rated “excellent”, and we were most recently found to be Outstanding across the board by Ofsted in June 2019.

We are proud to provide services across this diverse, historic and vibrant county, and our ambition is to continually improve our performance in the interests of the communities we serve. The County Council’s budget is approximately £2 billion, and it employs approximately 37,000 staff (including school-based staff).

In looking after Hampshire, our job is to ensure the county is safe and secure and to work towards enhancing the county’s quality of place. In looking out for our residents, we want to work with them to ensure they feel safe and secure and to maximise their wellbeing. Our aim is to lead and work in partnership with other organisations to remove barriers and improve choices while encouraging people to make their own decisions on the way they access services.
Hampshire County Council Children’s Services

Hampshire Children’s Services was rated Outstanding across the board by Ofsted in June 2019. As a strongly performing authority and a national leader in the provision of children’s services, we have formed strategic partnerships with other local authorities, most notably in the delivery of Children’s Services on the Isle of Wight. We are also one of the Department for Education’s Partners in Practice.

In the most recent focused visit from Ofsted, inspectors credited our transformation programme and the hugely positive impact it has had on our workforce and the children and families we work with. We are proud too of our work with schools which ensures that children’s attainment in Hampshire outstrips national comparisons in almost every regard.

Hampshire children have good early years provision and excellent school choices ensuring that well over 90% of parents get their first choice of school.

Caring for Hampshire’s children

Children’s Services work with partners, including Health and the Police, to protect and care for Hampshire’s most vulnerable children and to support families in need.

We ensure vulnerable children and families receive the right help at the right time and that children are protected and helped to be kept safe. Ofsted inspections confirm that we have been a high performing Authority for children’s social care since 2009.

In a typical year, Hampshire Children’s Services:

- receives over 140,000 contacts received from professionals, families and the public, of which approximately one third become referrals made to children’s social care
- undertakes over 20,000 formal assessments to determine support services required
- provides social care support to approximately 10,000 children and young people
- approves over 70 adopters
- supports over 550 households to provide foster care and support to more than 700 children in Hampshire
- provides targeted early help to around 1,200 families to prevent the need for a referral into social care.
Educating Hampshire’s children

Through leadership and challenge, Hampshire Children’s Services Department strives to improve educational outcomes for children, particularly more vulnerable groups, and including those with Special Educational Needs and Disabilities (SEND).

As a champion for children, our Education and Inclusion service works with Hampshire schools to achieve the best for all children, including the provision of support for pupils with SEND.

Over 90% of Hampshire schools are judged ‘good’ or ‘outstanding’ by Ofsted. Continuous planning ensures that there is a school place for every child in Hampshire, expanding existing schools or building new schools where necessary.

In the county:

- one in every 46 children educated in England is taught in Hampshire
- over 139,000 pupils are taught in Hampshire’s 473 maintained schools with an additional 39,500 pupils taught in 54 academy schools
- educational attainment is better than the national average: 68 per cent of Hampshire’s primary school children met the required standards for reading, writing and mathematics, compared with 64 per cent nationally
- around 9,000 teachers are employed in Hampshire’s schools
- around 30,000 children under five are accessing early years education
- 25,000 pupils in schools and colleges receive instrumental and vocal teaching from the County Council’s Music Service
- over 25,000 learning activities and school trips, including overseas trips, receive help with risk assessment by the Outdoor Education Service
- Hampshire’s SEND service supports/assesses over 8,000 Education, Health and Care Plans for children and young people with SEND.
Our values

We believe that it is possible to be high performing and highly efficient as a Children’s Services Department and our aim is to continue to evidence this to the public, our staff and most of all our children.

We aim to continue to help children to achieve the best possible start in life in Hampshire.

Our workforce embraces the departmental values which shape the way in which we work to achieve our core purpose. We demonstrate these values to our colleagues, our partners and Hampshire’s children and families by aligning our actions to agreed behaviours:

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<tr>
<th>Values</th>
<th>Value definition</th>
<th>Behaviours</th>
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<tbody>
<tr>
<td><strong>Being our best</strong></td>
<td><strong>We work hard to deliver the best services that we can and we hold ourselves accountable for our performance.</strong></td>
<td>I will positively encourage the growth and development of myself and people I work with.</td>
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<td></td>
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<td>I seek out advice and guidance to learn from my mistakes.</td>
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<td><strong>Collaboration</strong></td>
<td><strong>We work as one team with all our colleagues and partners to share best practice, find solutions and make timely decisions for the benefit of our clients and customers.</strong></td>
<td>I collaborate with others to achieve shared goals.</td>
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<td></td>
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<td>I work in partnership to find solutions and make timely decisions.</td>
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<td><strong>Respect</strong></td>
<td><strong>We value and encourage every individual for their unique strengths, and demonstrate our confidence in each other through our language and behaviour.</strong></td>
<td>I value diversity and recognise everyone has something to offer.</td>
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<td>I treat others how I want to be treated.</td>
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<td><strong>Openness</strong></td>
<td><strong>We are honest, ethical and approachable. We listen well and are transparent in all that we say and do.</strong></td>
<td>I am transparent in my working with others.</td>
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<td>I actively encourage constructive challenge and feedback.</td>
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<td><strong>Continuous improvement</strong></td>
<td><strong>We look constantly for opportunities to drive better outcomes through continuous learning, entrepreneurial initiatives and a focus on value for money.</strong></td>
<td>I constantly look for innovative ways to improve my work.</td>
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<td>I focus on delivering sustainable and efficient solutions.</td>
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<td><strong>Trust</strong></td>
<td><strong>We have confidence in each other and we expect that we will all do what we say we will.</strong></td>
<td>I keep my promises whilst making necessary changes.</td>
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<td>I support the people I work with in the decisions they make.</td>
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Role purpose

To lead the workforce development function for the Children’s Services department and to deliver learning outcomes that will develop and support a confident workforce who have the skills, knowledge and behaviours required to deliver a high quality, responsive, and safe service to the children and families of Hampshire in a rapidly changing environment. Working closely with the HCC Central Workforce Development Team and the HR Business Partner to ensure that the department’s learning and development needs are met through an appropriate blend of internally delivered and externally commissioned activity.

You will lead on

- The development of joint planning and commissioning for workforce development with multi-agency partners in Hampshire, schools, HR Business Partner(s) and the HCC corporate organisational development function.

- Embedding transformation activities across the department, particularly those that concern the adoption of digital capabilities or entail changes to staff behaviour, skills or ways of working.

- The planning and delivery of career pathways into social work including development and delivery of Hampshire’s Social Worker Graduate Entry Training Scheme and the national Social Work Apprenticeship.

- In partnership with HR, and (where appropriate) the Corporate Workforce Development function, lead on the design and delivery of staff and organisation development to secure outcomes that support the achievement of overall Children’s Services objectives and the common principles and standards for professions where appropriate.

- Working with internal transformation teams, senior managers, partners and service providers to develop and deliver workforce development activities, where appropriate in partnership with HCC Central Workforce Development team, that support significant changes to culture and behaviours, including digital and technological tools.

- In partnership with HR, integrate and be lead manager for the CS staff development resources and apply strategies for their effective use. Ensure collaborative working with senior management, schools & partners.

- In conjunction with HR, work with multi-agency partners and schools in the production and implementation of the strategic workforce development plan and priorities. Identify, produce and track workforce priorities for each branch within the Children’s Services Department.
• Provide a selection and induction service for the recruitment of Newly Qualified Social Workers (NQSWs). Support the ‘Step up to Social Work programme, the Apprenticeship Social Work Degree scheme and undergraduate placements from local universities.

• Working closely with HR and the Children’s Services Departmental Management Team, ensure the provision of organisation development inputs, to facilitate the changes needed to meet improvements in practice, the transformation challenges, savings initiatives and the Children and Young People’s Plan. Working with managers to identify and meet both planned and reactive learning needs. Working with the corporate HR and L&D Business Partners assigned to CSD, manage the interface and nurture the relationship between the CSD and Corporate WDTs. Ensure that CSD’s voice informs and influences corporate plans and leads to effective collaboration.

You will line manage

- Head of Workplace Development
  - Assistant Head of Workforce Development (Digital, Business and Resources)
  - Assistant Head of Workforce Development
  - Workforce Development Manager (Selection and Induction)
  - Strategic Lead for Workforce Development (IoW)
You will have experience of

- Substantial evidence of extensive and effective team leadership, development and management.

- Significant experience of advising, senior leadership teams on organisation development and staff development solutions in a complex multi-site / team environment.

- Experience of utilising stakeholder plans, priorities and input alongside data and policy to develop and deliver strategies.

- Experience of budget / financial management or other relevant experience demonstrating a financial awareness and ability

- Evidential experience of making a successful contribution to successful change in a large and complex working environment.

- Substantial evidence of extensive and effective team leadership, development and management will be required along with the ability to clearly articulate how a children’s workforce strategy can be produced and delivered.

You’ll be able to demonstrate the following knowledge, skills and behaviours

- Evidence of an understanding of adult learning theory and of how learning and development needs are identified, and appropriate solutions are planned, delivered and evaluated for effectiveness.

- An understanding of the major changes in learning practice in recent years towards a more blended approach involving a range of digitally enabled and personally accessible learning resources (rather than an over-reliance on face-to-face training).

- Excellent communications skills, in particular: an ability to articulate to senior leaders how learning interventions are best delivered; to manage demanding and challenging discussions sensitively and effectively; and to write clear and concise documents.

- Ability to analyse and use data to enable effective quality improvement, performance management, and improvements in business outcomes.

- Excellent facilitation and presentation skills; able to present effectively to a variety of audiences.

- Ability to use standard Office IT (Word, Outlook, Excel) to a high degree of competence and to become proficient in the use of bespoke information systems as required.
• Self-motivator with a high level of organisational and planning skills, particularly the ability to prioritise work to meet changing/competing business needs, and an ability to work under pressure to meet deadlines.

• Able to operate and think independently and take responsibility for decisions and actions.

• Strong interpersonal skills including the ability to persuade and influence at all levels and maintain the confidence and trust of management teams. Able to lead, motivate, inspire and organise technical and business professionals.

• Strong analytical thinking and problem-solving skills. Able to analyse and present complex issues to individuals and groups internally and externally.

• Ability to respond quickly to a continually changing environment.

• Please note you must be able to meet the travel requirements of the role. Generally, this means that you will require a full driving licence and access to a car but reasonable adjustments to this requirement will be considered to cater for a declared disability.

• The flexibility to work occasionally outside normal hours if required.

Qualifications

Educated to degree level with at least seven years post-qualification experience of advising, in a complex multi-site environment, senior leadership teams on organisation development and staff development solutions.

Contact

To schedule a call to discuss this role with Suzanne Smith, Assistant Director – Access, Resources and Business Development please call 01962 846270.

Apply

To apply for this role please complete the online application form and attach your CV and a cover letter.
Hampshire County Council is committed to safeguarding and promoting the welfare of children, young people and adults. We expect all employees, workers and volunteers to share this commitment. We will ensure that all our recruitment and selection practices reflect this commitment.

**Corporate Equalities Employment Policy:** In order to combat indirect discrimination, no unnecessary conditions or requirements will be applied to any for achieving equality of opportunity in its employment practices. All sections of the population will have equal access to jobs. No applicant or employee will receive less favourable treatment because of their gender, disability, age, ethnic or national origin, marital status, creed, sexuality, trade union activity or responsibility for dependants unless a Genuine Occupational Qualification (GOQ) applies.

To combat indirect discrimination, no unnecessary conditions or requirements will be applied to which would have a disproportionately adverse effect on any one group.